

# The Force Management *Oracle*

Volume 2, 2nd Quarter FY05

# FA 50

## Visionary Leaders of Change

### From the Office of the Executive Agent

I am continually amazed by the professionalism, candor and commitment our Force Management Officers possess. You are making a difference in the life of the Soldier today and tomorrow. Be very proud of your contributions and the stage you are setting for Combatant Commander to win decisively as part of the Joint Team. Your work speaks volumes about your qualities and results in unbelievable expectations from the field.

Last year, the CSA of the Army testified to Congress and expressed the view that the Army's modularity effort was the single greatest force management challenge since World War II; you have performed superbly in executing our responsibilities. The force is modernizing with incredible speed. Supporting this effort and an aggressive reset program are a multitude of organizational documents, force structure changes, and material solutions that are seamlessly integrated. This doesn't happen by chance; this happens because we have a professional military cadre of Force Management Officers who understand and can influence change across all components.

As we execute GWOT, the Active Component and Reserve Component are

inextricably linked. So, when the Army talks force management, integration, structure, requirements, combat development, materiel and training development we see a need for common management and management systems. The central point of reference for Force Management excellence is the Proponency Office and the Army Force Management School.

Partnering now, early in the modularity effort, will prove an invaluable tool to the force and the Joint Team by strengthening the common foundation of Force Management Officers and ensuring one standard for training and professional education. COL Barrineau, Director,

Force Management for the National Guard, and COL Oskam, Director, Army Reserve Force

Programs have received personal briefings from the Proponent Office laying out the training and professional development opportunities for the

Force Management Officer, and we are diligently working to bring like opportunities to all Officers in the functional area. Everything we do as a Force Management community, (and that includes our internal processes to ensure success of the individuals who make up the functional area) must be done in order to ensure that the Soldier on the ground has the best

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MG Stephen Speakes  
Director, Force Development  
Army G8

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## From the Proponent Chief

The future doesn't just happen, we, the Force Management Officers of the Army, create it. Our functional area influences major decisions; the Army is facing real challenges associated with and in modularity and its success rests not only with the Army leadership, but in ourselves as the leaders and managers of change. As the CSA begins to look at implementing modularity decisions we have helped shape, we can't look past where this is leading. In the end, the integration of the second and third order of affects of modularity is ultimately up to us. We possess the intrinsic ability to solve complex problems and provide the Army solutions integrated across the DOTML-PF domain. No other functional area is capable of managing such a complex task, and no other functional area has the training, education and repetitive assignments to be value added in modularity implementation. Our hallmark is our initiative. Modularity is an on-going state of exploration that is never finished...a journey that never ends; our challenge is anticipating and implementing change.

In our profession, we learn the hard way that it doesn't pay to get discouraged. Positive thinking is an intellectual choice that we foster. It helps to set into motion the ability to think clearly for what is right and best for the Army and enables us to see beyond those traditional paradigms of the past. As we begin the process of implementing modularity, we have to ensure that as a community we possess the required attributes that enable us to lead change. Redefining the Force Management Officer is something we all have a vested interest in; and without your input, the force will stagnate. Every Officer has a responsibility to leave a legacy, and I look



to each of you to help build our legacy. We are building the core capabilities of Force Management Officers concurrent with a hard look at our doctrine, and one without the other serves us no purpose. The Executive Agent has asked me to review our core competencies and build a doctrinal base for how we see our role in the modular Army of the future. Your input on how you see your role as a Force Management Officer, techniques, procedures and processes are the foundation

for defining the competencies for the future, as well as the baseline for how we nest ourselves in future doctrine. The community stands to learn from our past and from one another. Over the next couple months we will be setting up a catalog on the

FA 50 website that enables you to share your lessons learned with the entire force management community. This not only becomes the foundation for defining our core competencies, but also the cornerstone to doctrine...the character of the community is a direct reflection of the standards we set and the feedback we provide to one another.

We have identified a real need for relevant and current Force Management doctrine. FM 100-11, Force Integration, dated 1998 lacks the detail and currency for how we perform our duties and relative processes in managing change. We are leading the effort for the revision of FM 100-11, and it will also be re-numbered and re-titled to FM 3-33, Force Management. The intent of this work is to capture not only our methods, but also provide contemporary and applicable solutions to the complexity of Force Management.

Over the next couple months, the new DA PAM 600-3 will be released, and with

*"Horse cavalry habitually maneuvers mounted, but ordinarily fights on foot. As a rule, mounted maneuver is combined with dismounted action."*

it our new life cycle developmental models are redesigned, and are in keeping with the CSA's intent of having a broader aperture. Although our new Chapter 35 is out, MG Speakes has asked us to continue to refine our work. Specifically, in following editions of DA PAM 600-3, Chapter 35, you will see:

- The "essence" of qualification
- The "end-state" results of qualification
- Career opportunities before and after Operational assignments
- ACS selection and chances to attend (quotas and frequency)
- Career progression and variety of assignments
- What is the culmination of the career?

Your influence on the Army is astounding, and I continue to hear compliment after compliment from senior Army Officers about the Force Management Officers commitment to excellence. Commitment is what transforms a promise to a reality and an Army at war. I am confident that we are providing to the force an officer who refuses to follow the currents of convenience and possesses character to lead change.

Our passion is the soldier; his success is truly our hallmark!

— Patrick J. Kirk  
LTC, GS  
Chief, FA 50 Propency Office

## Notes from HRC's FA 50 Assignment Officer

### Last quarter board selections

Congratulations to the following six officers. We had two selected to COL and four selected to attend resident SSC.

#### COL

Tyrone Brown  
John Phelan

#### SSC

LTC Burns, Timothy  
LTC Hesse, Robert  
LTC Johnson, William  
LTC Linick, Michael

### Third Quarter, FY05

#### Holidays...

30 May (Mon) - Memorial Day

#### 3rd Quarter Selection Boards

MAJ CH	5 - 8 APR 05
SSC ARMY	5 - 29 APR 05
LTC ARMY/MAJ SELCON	12 APR - 13 MAY 05
CWO 3/4/5	3 - 25 MAY 05
SSC (SPECIAL BRANCHES)	1 - 17 JUN 05
ARNG GO FED REC	15 - 16 JUN 05
SBLM (05-3)	21 - 24 JUN 05

\*dates are tentative

LTC and SSC Board – Please visit your supporting PSB and take the time to update your records

File preparation-Do the following-

1. CSC Completion
2. Updated digital photo
3. Review performance file on line and ensure all 1059s and OERs are present
4. Review award file on line, ensure your awards on the ORB can be found

#### ACS

We are late, we have not had any applicants please let me know by 28 Feb 05 so it can coincide with the summer moves

#### TWI

If you are interested please let me know by 28 Feb 05 so it can coincide with the summer moves

### Authorizations

We are making more progress in getting our officers in authorized positions. Note that current authorizations can be viewed by going to WEBTAADS at USAFMSA <https://webtaads.belvoir.army.mil/usafmsa/>. As the authorizations are changed by you the force manager, the faces must follow.

### Assignments

We were recently notified to fill positions in CENTCOM in support of the war effort both in Iraq and Afghanistan. Some of our officers have already rotated to these positions on taskings. Note that these are not authorized; nevertheless, they will be filled with our existing population meaning that some authorizations will go unfilled. The positions to CENTCOM consist of 1 MAJ and a LTC to Afghanistan in January and 1 MAJ and 1 LTC to Iraq in April. The selection process of course will go to those officers wanting to further their experience and who volunteer. Second, officers who are close to PCSing will be sought to fill these positions. The projected experience gained can not be measured anywhere else. I would recommend that everyone looks at these annual opportunities.

If you have questions please do not hesitate to call.

—Dan Monsivais  
MAJ, GS FA 50, Branch Manager

### Tips

If you do not have an account with USAFMSA WEBTAADS, then get an account at <https://webtaads.belvoir.army.mil/usafmsa>. This site will provide you with up to date changes to MTOEs and TDAs.

## From the FA 50 PPO Doctrine Senior Analyst

My name is Sean Tuomey. I recently came on board in the FA 50 Proponency Office as the Doctrine Specialist. I can't tell you how excited I am to have this opportunity. As a former force manager and an FA 50 myself, I look forward to having a positive impact on our corps and the Army. My primary function will be to codify our doctrine as force managers. With your permission, what I would like to do is write out some basic thoughts on doctrine and the nature of doctrine.

### Doctrine

doc-trine \däk-tren\ *n* 1. something taught  
2. a principle or body of principles presented by a specific field, system, or organization for acceptance or belief

Applicable doctrine has not always been the case for the Army of the United States. One such example is when Germany in 1941 was rolling over Europe by way of the "Blitzkrieg." The German forces were utilizing their new and contemporary doctrine of war with tanks, far reaching artillery, airborne operations, and command and control structure and methods. Our basic war fighting doctrine was still based in the past. FM 100-5, Operations, was still discussing the use of horse cavalry as our main piece of equipment. In fact, all of Europe was caught off guard militarily through weapon systems, training and doctrine. Alistair Horne states in his book, *To Lose A Battle, France 1940* (p. 183):

*But the gravest defects of the French tanks still lay...in their operating range and the fact that four-fifths of them*

*carried no radio. Thus their mobility was badly impaired. Weightier than any technical advantage, however, was the superiority of the German panzer crews in training and doctrine.*

### Military Doctrine

Military doctrine is a level of military thought and planning between national strategy and unit-level tactics, techniques, and procedures (TTPs). It provides a shared way of thinking about military problems, but does not direct how military problems will be solved. It does not provide specific steps to solve a problem, nor does it direct a commander to take any action. Commanders are always expected to exercise their own judgment in carrying out their missions.

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## FA 50 Professional Development Opportunities

Hello, my name is Jack Riley and I am responsible for the professional development, training and educational opportunities for the FA 50 Officer. The purpose of this article is to highlight what those opportunities are and give a quick synopsis of each program. Additionally, at the end of this article I'll preview what I'm working on for future opportunities. The biggest thing to take away from this article is that there are great opportunities for those that want it.

George Mason University Masters in Business Administration Program

The purpose of this program is to prepare selected FA50 officers with proven business practices that will enhance the skills, knowledge, tools and attributes to successfully and immediately articulate, manage and lead change upon assignment. This program is an 18 month program with all classes held on the main campus located in Fairfax Virginia. The curriculum/courses/classes include Economics, Financial Reporting, Statistics, Organizational Behavior, Marketing, Managing Costs, Legal Environment, Supply Chain, Systems Analysis, Strategic Management and Global Experience. Please note, for the global experience, all current and future FA 50 attendees will take the China trip. Attendees would execute a PCS to the National Capital Region or already be assigned to the National Capital Region.

Naval Postgraduate School Systems Engineering & Analysis Program

The purpose of this program is to prepare selected FA50 officers with the necessary proven analytical skills, knowledge, tools and attributes to successfully and immediately articulate, manage and lead change upon assignment. This program is an 18 month program with all classes held on campus located in Monterey California. The curriculum/courses/classes include Math, Financial Reporting, Logistics Systems, Economics, Mechanical Systems, Probability and Statistics, Combat Systems, Systems Engineering, Human Systems, Cost Estimation and Integrated Project. As you can see, this program is not a

straight systems engineering program. Several business and business related classes were infused into this program to ensure our officers get a broad based foundation. Attendees would execute a PCS to Monterey for this program. Housing is provided in government quarters with all the normal military services available (PX, commissary, gas station etc).

RAND O5/LTC Fellowship Program

The purpose of this program is to provide FA50 officers the opportunity to conduct in-depth research and analysis on critical force management issues at the Departmental and DOD levels and to provide an avenue for becoming published. This program is a 12 month program conducted at the RAND Arroyo Center located in Arlington Virginia. The focus

areas of this fellowship include the National Strategy, Research, Program Analysis, Affordability, Executability and Supportability Assessments, Capability Gap Analysis, Key Performance

Parameter Assessments, Supportability and Testability, Joint Capabilities Integration and Development Assessments and Cost/Benefit Analysis. Attendees would execute a PCS to the National Capital Region or already be assigned to the National Capital Region.

FA 50 Qualification Course

The purpose of this course is to prepare all FA50 officers with the necessary skills, knowledge, tools and attributes to successfully and immediately articulate, manage and lead change upon assignment. This program is a 14 week program conducted at the Army Force Management School (AFMS) located at Fort Belvoir Virginia. The program of instruction includes providing a "SSC-like" experience, the National Strategy, PPBE, Combat Development, Material Development, Force Development, Emphasis on critical thought processes and effective multi-tasking. Complex problem solving and Competency through on site visits and hands on practical exercises. Additionally, each officer is required to write a research paper and write an article for publication. Students will attend either while executing a PCS to their new duty station (in a TDY Enroute Status) or already assigned

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## 4 Warrior Ethos Tenets

### A Warrior:

1  
Always places mission first

2  
Never accepts defeat

3  
Never quits

4  
Never leaves a fallen comrade

All Soldiers are warriors -- prepared, trained and fully equipped for the Joint fight. Soldiers enable the Joint force by destroying the enemy in close combat, and by resolving conflict and restoring the peace. Soldiers personify Warrior Ethos as part of a team, bound to each other by integrity and trust.

The dynamic operational environment demands that every Soldier be a warrior first and an expert in his/her individual craft to support the team

## Career Program 26: A Cadre of Manpower and Force Management Civilian Professionals

Have you ever heard of CP 26? Career Programs? Career Fields? and wondered about what they were all about? Well, it is about proponency for civilian professionals similar to that provided to Army officers. Within the Army, there are over 80,000 civilians assigned to 22 proponency offices. Civilian proponency is the systematic approach that provides for the effective development of the workforce through a career management system. This process helps ensure careerists maintain functional and managerial skills necessary for effective Army operations. Each proponency office has a staff that is focused on providing a structure for the intake, assignment, promotion, career development, career management, and professional enhancement of Army civilians.

The Manpower and Force Management Career Program (CP26) was established as the 17th Army-wide career program in 1973. Today, this career program is comprised of approximately 1900 Army civilian professionals, at the grade of GS-12 or above, who are working in

manpower and force management assignments across the Army. In addition to the career program members (GS-12 and above), there are 58 manpower and force management interns that we are in the process of training to assume their future role as member of this career program cadre. Our Proponency responsibilities are rounded out by others within the manpower and force management career field that are functionally related clerical and technical positions which are grouped together for life-cycle management purposes. Because of the functional diversity of this field, CP26 analysts work in a variety of organizations, such as resource management, plans and training, documentation, management engineering, and numerous other organizations at installations and major commands across the Army and at Headquarters,



Department of Army. The CP26 workforce is composed primarily of Management Analysts (occupational series 343) who work in one or more of the nine manpower and force management functional areas: General Manpower Management; Manpower Reporting/Force Management/Manpower Allocation; Planning Programming and Budget Execution; Organization, Mission and Structure; Force Structure; Combats Development; Manpower Requirements Determination; Equipment Management; or The Army Authorization Documents System.

Oversight and support for the Manpower and Force Management Career Program is accomplished by the following leadership:

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## Careerist Spotlight on Training

FA 50 Qualification Course. Mr. Harris Bently, a civilian careerist at the US Army Force Management Support Agency, was the only civilian to attend and graduate from the inaugural course. His feedback and comments on the course are provided below:

*The Pilot of the FA 50 qualification course was designed to give every student the knowledge and experience needed to be successful in a Force Management position. The target group is Army Majors or young Lieutenant Colonels assigned to an FA 50 position. I must admit as a civilian being a little uncomfortable at the start of the course with all uniformed personnel surrounding me. However, that only lasted a short period, because the instructors/staff put me at ease and taught a superb course. I recommend that all civilians in the CP-26 career field be afforded the opportunity to attend the FA 50 course, it is well worth the investment. With the increased demand on civilians to fill positions in the generating force, I find this course right on target. The course gave me the knowledge and confidence to go into any Force Management job and be successful. We need this type of training to support the Combat Commanders. The course is designed around graduate level work, many research and independent/group studies. I found all areas of instruction interesting. However, a few that stood out more than others were, National Security Strategy, Planning Programming Budget Execution (PPBE), Joint Capabilities Integration and Development System (JCIDS), and Force Development. I challenge all CP-26 careerists to attend the course.*

The next FA 50 Qualification (Q) Course is scheduled for Summer 2005. The CP 26 Proponency Office is currently working with the FA 50 Proponency Office to identify seats for civilian manpower and force managers to attend this technical training. Are you interested in this training? If so, talk to your supervisor and contact the CP 26 Proponency Office for more details.

equipment, structure and capability for integration into the Joint Team.

The continuity of the Force Management profession lies at the heart of our civilian counterparts in CP 26. An earnest effort is underway with CP 26 to expand their educational opportunities to mirror those of their Army counterparts. I am convinced that by integrating our teammates in CP 26 we achieve the synergy and long-term credibility that is essential to our profession. I envision a Force Management community that is trained, educated and professionally developed along a common thread of force management processes and doctrine. We are moving closer to that goal every day and the personal commitment to excellence on your part as a Force Management professional to improve your skills, knowledge and experience base must be done continuously in your career.

The opportunities are there for your taking, and would ask that you consider a few of the opportunities for our functional area:

#### RAND Fellowship

One FA50 LTC a year serves with the RAND, Arroyo Center in Crystal City, Va.. Interested officers should contact MAJ Dan Monsivais and LTC Kirk no later than 28 Feb 2005 to ensure timely preparation of their Fellowship packet. I will host a panel of Colonels in the first week of April 2005 in order to provide the best candidate to RAND on or about July 2005.

#### ACS

Five to six FA50 MAJs can attend either a MBA curriculum at George Mason University, Fairfax, Va, or System Engineering, with a Force Management Concentration, at the Naval Post Graduate School Monterey Ca. Interested officers are asked to contact MAJ Dan Monsivais no later than 28 February 2005 to prepare your packet and preferences. GMAT scores along with your ACS packet must be completed by 1 April 2005 in order for me to nominate you to either the Dean of Business Management or Dean, System

*"...when I read AR 600-3 it created a credibility problem with officers since it was confusing and hard to follow. I think Branch Qualification leads itself to the Direction of Attack. We probably need to get away from Branch Qualification — we need a broader aperture"*

— CSA

Engineering Department for this coming curriculum year.

I have asked the Proponency Office to begin working on a Fellowship for our MEL I officers with the FCS LSI; more will follow as work progresses on this remarkable opportunity.

A tremendous effort has gone into the Chapter 35 of DA PAM 600-3 rewrite effort. I am very pleased with where we are in the development and refinement of our role as Force Management officers. I understand that the release of this DRAFT publication is anticipated for early April. And, as decisions are made in regards to modularity and its integration, I have asked the Proponent Office to refine our portion of 600-3 and capture,

The "essence" of qualification,  
The "end-state" results of qualification,  
How does our qualification meet the Army's needs?  
Career opportunities before and after  
Operational assignments,  
ACS selection and chances to attend  
(quotas and frequency),  
Career progression and variety of

assignments, and,  
What is the culmination of the career?

Your work never goes un-noticed, nor does your passion for the Soldier...I look forward to discussing with you in an upcoming FA50 Town Hall the vision and future of this great functional area. See you soon!

— MG Stephen Speakes  
Director, Force Development  
United States Army



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Doctrine may be shared among the armed services of a nation as well as be specific to a branch. In addition, doctrine may be shared between several nations.

In general, doctrinal documents state:

- A nation's national military objectives
- The general mission of the armed service or branch ("who we are")
- General concepts of how this service or branch shall perform its mission ("what we do")
- Concerns and cautions in carrying out this mission ("how we should do it")
- Historical examples ("how we did it in the past")

Military doctrine changes, or should change, as the nature of warfare and the specific threat to a nation changes.

As force management officers, we must first understand doctrine before we can implement Army plans, programs and

policies. Next in The Oracle, I would like to share with you my personal thoughts on doctrine, the relationship between doctrine and strategy and how we as FA 50s will mold our future Army doctrine. If you have any thoughts on doctrine, thoughts on anything I've said here or want to share something with me, feel free to email me at: [michael.tuomey@hqda.army.mil](mailto:michael.tuomey@hqda.army.mil).

— M. Sean Tuomey  
Senior Analyst - SY Coleman  
Doctrine Specialist

*"Doctrine is indispensable to an army... Doctrine provides a military organization with a common philosophy, a common language, a common purpose, and a unity of effort."*

—General George H. Decker, USA  
CGSC Address, 16 December 1960

Proponency  
Top

5

1  
DA PAM 600-3  
Redirect

2  
Career progression;  
standardization of  
duty titles

3  
Future  
Authorizations

4  
FM 100-11 Rewrite

5  
Force Management  
Lessons Learned



Functional Chief - LTG Hagenbeck,  
Deputy Chief of Staff (DCS), G1,  
HQDA  
Functional Chief Representative - Mr.  
Mark Lewis, Assistant Deputy Chief of  
Staff, G1, HQDA  
Proponency Chief - Ms. Ellen Helmerson,  
Chief, Manpower Policy, Plans and  
Programs, Office of the DCS, G-1,  
HQDA  
MACOM Manpower and Force  
Management Civilian Career Program  
Managers  
The Manpower and Force Management  
Proponency Office provides day to day  
career management support. Some of the  
issues managed by the office include: devel-  
opment of careerist and intern training,  
development and education plans; manage-  
ment of the Annual Secretary of the Army  
awards program; hosting of the annual  
MACOM Career Program Managers  
meeting; prioritization, allocation and man-  
agement of centrally controlled training  
funds; announcement of future training  
opportunities; review of all CP 26 candi-  
dates for Army or Defense training



programs; publication of job or training  
opportunities; central selection of  
manpower and force management interns;  
and approval of all senior (GS-15)  
position selections.

For additional information on the  
Manpower and Force Management career  
program - please visit the Manpower and  
Force Management Career Program (CP  
26) Proponency Website at  
[www.cp26.army.mil](http://www.cp26.army.mil) or contacting the  
Proponency Office at (703) 695-  
5380/DSN 225.

— Ellen M. Helmerson  
Chief, Manpower Policy, Plans  
and Programs Division and CP26  
Proponency Office

to the National Capital Region. The current  
policy is there will not be any "TDY and  
Return" students authorized. Additionally,  
TDY students are not authorized a rental  
car therefore they are required to live in  
Fort Belvoir Billeting (located across the  
road from AFMS).

Here is what I am working on for future  
opportunities:

#### FCS O6/Colonel Fellowship

The purpose of this program is to provide  
FA 50 officers with exposure to our corpo-  
rate partners business practices and deter-  
mine how to effectively leverage cost bene-  
fit analysis, sound program investment  
strategies and learn how they plan, program  
and budget in order to maintain product  
superiority. This program is a 12 month  
program conducted with one of the FSC  
partners (SAIC) located in Reston Virginia.  
The focus areas of this fellowship include  
the National Strategy, PPBE, Requirement  
Determination, Resource Prioritization,  
Authorization Allocation, Program Analysis  
- Cost/Benefit, Functional Management  
(Resource, Activity and Material),  
Affordability, Executability and  
Supportability Assessments, Joint  
Capabilities Integration and Development.  
Attendees would execute a PCS to the  
National Capital Region or already be

assigned to the National Capital Region.  
FA 50 Qualification Course  
(Distributed Learning)

The purpose of this course is to meet the  
needs of our Reserve Component and CP  
26 Force Managers. More often than not,  
these folks simply cannot attend a course  
that is 14 weeks in duration. To provide an  
educational opportunity for these Force  
Managers, I'm working on condensing and  
reformatting the program of instruction  
however I must maintaining the level of  
excellence and academic requirements that  
are consistent with the resident course.

#### FA 50 Division and Branch Chief Course

The purpose of this course is to ensure  
those selected to these positions of respon-  
sibility are equipped with the most current  
skills, knowledge, attributes, practices and  
methodologies used in the Force  
Management environment. This would be a  
two week course that all newly selected FA  
50 Division and Branch Chiefs would  
attend prior to going into their new assign-  
ment. It would consist of briefings, practi-  
cal exercises and classes the first week fol-  
lowed by a National Capital Region tour  
and three days of shadowing a current divi-  
sion or branch chief the second week.

I would ask that if you have any questions  
on these programs - or have an ideal for a  
new educational program - please contact  
me at [jack.riley@hqda.army.mil](mailto:jack.riley@hqda.army.mil) or phone  
CIV (703) 602-3268 or DSN 332-3268. For  
questions on how to apply for these educa-  
tional opportunities, please contact the FA  
50 Assignments Officer (MAJ Dan  
Monsivais) at CIV (703) 325-8647.

— Jack Riley  
Senior Analyst - MPRI  
Professional Development





# What Are the Requirements for Naval Post Graduate School

Officer selections are highly competitive and based on academic and military records, performance, and potential for continued service.

Applications for officers slated to attend NPS are processed and submitted by HRC (AHRC-OPF-L).

Deadlines for applications are generally in the January-March time-frame. First, each

career division nominates candidates. The nomination then undergoes an approval process through the Career Management Division (CMD). If nominations are approved by CMD, the Advanced Civil Schooling (ACS) section sends the packets to NPS to request determination of eligibility for attendance. Officers interested in fully funded



education at NPS should ensure their files contain copies of all college transcripts, current (less than 5 years old) Graduate

Record Exam (GRE) and/or Graduate Management Admission Test (GMAT) scores, and their CAS3 completion certificate. Although the GRE/GMAT is not a requirement for NPS, the test is a requirement for all ACS candidates and is used for screening purposes in accordance with AR 621-1.

Minimum requirements are 500 in math/verbal categories and 4 of 6 in the analytical portion of the GRE.

## Flash Traffic

Advance Civil Schooling Allocations:

- 5 Students to GMU MBA
- 1 Student to NPGS SE/FM

-Start by calling MAJ Monsivais ASAP

-500 min on GMAT/GRE is required for both



SQUAD 9 to 10 Soldiers  
PLATOON 16 to 44 Soldiers  
COMPANY 62 to 190 Soldiers  
BATTALION 300 to 1,000 Soldiers  
BRIGADE 2,000 to 5,000 Soldiers  
DIVISION 10,000 to 15,000 Soldiers  
CORPS 20,000 to 45,000 Soldiers

## Calendar of Events 2004 - 2005

Event	Date	Location
Manpower and Force Management	Third Quarter	TBD
MAJ ARMY/CPT SELCON	8 February - 11 March 2005	HRC
FA 50 Town Hall Meeting	7 March 2005	Pentagon
FA 50 SAG (Tentative)	Mid June 2005	TBD
CFD YG 95	29 March - 9 April 2005	HRC
SSC Board	5-29 April 2005	HRC
LTC Board/MAJ SELCON	12 April - 13 May 2005	HRC
COL Board	26 July - 19 August 2005	HRC

## Force Management Bios



Col Chuck Bush is Chief of the FCS Division, Directorate of Integration, Army G-8, and is responsible for integrating the FCS program within the Army. His force management assignments include three years with TRADOC Systems Manager for Cannons working the Paladin program, two years with the TRADOC Force Design Directorate at Fort Leavenworth, and a year in the Army G-3 in the Force Management Organizational division.. An Artillery officer by background, Col Bush has served in numerous Artillery assignments from Battery through Corps, and been both the senior fire support Observer Controller and Deputy Commander in BCTP Operations Group B. A 2004 graduate of the Army War College, Col Bush also has Masters Degrees in Military Arts and Sciences, and Strategic Studies



Mr Jack C Riley is the Functional Area 50 Proponency Office Senior Analysis for the Professional Development, Training and Education for officers within this functional area. He is responsible for the oversight and coordination for all FA 50 professional development, training and educational opportunities. These programs include, but not limited to, the MBA Program at George Mason University; the Systems Engineering and Analysis Program at the Naval Postgraduate School; the RAND Fellowship and the FA 50 Qualification Course. Mr Riley has had force management experience from the battalion level through corporate Army.

Mr Riley retired on 1 October 2004 from the United States Army after a 22 year career as a Field Artillery Lieutenant Colonel. Prior to his retirement, Mr Riley served as the Director of Logistics and as the Chief of Academic Operations for the College of International and Security Studies for the George C. Marshall Center for Security Studies located in Garmisch Germany. He served as the Deputy Operations Officer for the Operations Group, Vampire

02 and Vampire 03 for the Vampire Fire Support Observer Controller Team and as Grizzly 27 for the Grizzly Armor Observer Controller Team located at the USAREUR & 7th Army's Combined Arms Training Center in Hohenfels Germany.

Further highlights of his career include: S3/Operations Officer for the 3-82 FA Battalion at Fort Hood Texas; serving as the Headquarters, Department of the Army Command Manager for USARPAC, MTMC and EUSA at the Pentagon; selected to test the Army's newest self propelled howitzer - the M109A6 Paladin Howitzer and has commanded two Field Artillery firing batteries at Ft Sill Oklahoma. Mr Riley also served during combat operations during both Operations Desert Shield and Desert Storm.

Mr Riley is a Distinguished Military Graduate from Frostburg State University and is a graduate of the United Kingdom's British Army's Command and General Staff College.



As a Senior Analyst for SYColeman, Mr. Sean Tuomey joined the FA 50 Personnel Proponency Office as the Doctrine Specialist in October of 2004. Born and raised in the Washington, D.C. area, Sean attended college at The Citadel in Charleston, S.C. Upon graduation; Sean was commissioned a Second Lieutenant in the U.S. Army Field Artillery. He served in numerous locations in the U.S. and overseas, to include assignments in R&D and recruiting. His active duty time was highlighted by command of howitzer battery on the DMZ in Korea. After leaving active duty in 1993, Sean joined the Army Reserve and went to work for The Daley administration, in The Chicago Police Department on the Southside of Chicago for seven years. In the year 2000, Sean moved back to the D.C. area to work as a consultant on nuclear weapons at The U.S. Department of Energy.

Previously, Sean worked in G8-FD in Strategic Plans for the fielding of Future Combat Systems. Sean has recently returned to The Pentagon after being absent for approximately 14 months. Last year, Sean was called to active duty to attend the U.S. Army War College at Carlisle Barracks, Pennsylvania in a full time, resident status. Sean received a Masters Degree in Strategic Studies from the war college. While attending the war college, Sean

was promoted to the rank of Colonel in the Army Reserve. In addition, Sean now serves on the war college faculty a DIMA (Drilling Individual Mobilization Augmentee). Sean lectures on national security strategy and national military strategy. In fact, Sean was sent by the Army War College to teach at The National Defense University (NDU), at Fort McNair in Washington, D.C. just prior to returning to his civilian career last Summer. Sean will lecture at NDU again in February of 2005. He is a graduate of The Army Command & General Staff College as well. Sean also holds a Masters Degree in Public Administration from Illinois Institute of Technology.

Sean is a bachelor and resides in Alexandria, Virginia. Although his military duties take up much of his free time, he enjoys writing and scuba diving. Sean also enjoys going to the theater, the symphony and donating time to several local charities.



As of November 2004, Ms. Donna Wood was assigned to the FA50 Proponent Office as the Program Manager for Structure and Acquisition. Prior to her current assignment, Ms. Wood served on the HQDA Staff as a Systems Integrator (G-8), as an Organizational and Systems Integrator at the Army National Guard Bureau, Organizational Integrator (G-3), and as a Document Integrator and Program Analyst (USAFMSA/G-3). During her military career, she was assigned as the Senior Enlisted Advisor to the DISC4, to the Single Agency Manager, to the CINC Korea, and to the PERSCOM Commander, to work specific force management issues for the Signal Corps.

During her military and civilian career, Ms. Wood has worked numerous "new initiatives" within the Force Management community such as:

- Fielding and budgeting of EOD Man-Transportable Robotics in support of Operation Iraqi Freedom and Operation Enduring Freedom
- The VCSA'S 71L Elimination Plan, which required the restructuring, reclassification and deletion of the Army National Guard positions.
- Fielded and budgeted of the Global Command and Control System -Army (GCSS-A) via

the Army and Joint Requirements Oversight Council

- Web Site Web Site Accreditation Package and Web development of the Army's new Force Management System (FMS)
- Creation and implementation of the CINC Korea's communications team to support all of the CINC's operational deployments.
- Revision of the U.S. Army Combat Camera MTOEs to ensure enhanced readiness in meeting all Army and DoD OPTEMPO requirements.
- Restructured and implemented the Army wide transition of the Signal Corps' telecommunications, audio-visual and information systems positions into related maintenance functions within the Ordnance Corps

- Ms Wood has also served as a primary instructor at the National Guard Bureau's Professional Education Center - Providing Force Management and Integration training to the Organizational Integrators from the 54 States/Territories and to the NGB Staff.

Ms. Wood is a retired Signal Corps SGM and has served in a variety of Joint, NATO and tactical assignments. Ms. Wood also served as a Presidential Team Lead at the White House Communications Agency during President Reagan's and President Bush's administration. Ms. Wood is a graduate of Boston University and holds a Master of Arts Degree in Education (Counseling).



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What's in the Next  
Force Management

Oracle

- The theme is "Knowing Where Change Starts..."
- BRAC; How it will affect change
- ACS Spotlight
- What is JCIDS?
- The Rand Perspective

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